# **The NICHD Connection**

# August 2018

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# Biocareers Webinar Recap: Negotiating Your Way to a Job in Academia

By Erin Walsh, PhD

You've landed an interview, and the faculty hiring committee likes you! Now how do you negotiate for your dream job?

This June, Dr. James Gould, Director of the Office for Postdoctoral Fellows at Harvard Medical School, led a webinar that introduced the concept of negotiation and provided strategies for negotiating a job offer. In this recap of Dr. Gould's webinar, I summarize the elements of negotiation, negotiation styles and outcomes, and specific items to negotiate for academic positions.

#### DISSECTING THE ELEMENTS OF NEGOTIATION

Negotiation is the process that leads to an agreement. According to Dr. Gould, much of our negotiating style is "instinctive." He explained: "Every day is a negotiation. You are in negotiations from the time you wake up to the time you go to sleep—negotiating with yourself, with others, for resources, for time, for money..."

Understanding the **elements** of negotiation and being mindful of how they change throughout the process can help you identify which parts are in your control. Each person involved in a negotiation has their own **positions and interests**—what they want and why. They also have different **relationships** with each other, possibly preexisting, which can steer the course in one way or another.

**Options** are the possible outcomes, or what is "on the table" for negotiating, based on each person's interests. If parties can't reach an agreement on one set of options, there is the contingency plan of **BATNA** (**Best Alternative to a Negotiated Agreement**). These are additional/outside options that are available to you, such as a job offer from a different institution. Also affecting a negotiation is **commitment**, a measure of each person's ability to implement the options agreed upon. For example, if you're offered a specific salary, does the department have the funds to provide what they have promised?

Less subject to change in a negotiation are the **objective criteria**, a set of standards that keeps outcomes fair, such as Kelley Blue Book car values, or average starting salaries for assistant professor positions.

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According to Dr. Gould, the aspects of negotiation you can influence include the time and place of a negotiation (do you think best in the morning?), your frame of mind, your level of preparedness, and your approach to negotiation, including:

- » Using neutral language
- » Asking for clarification
- » Staying focused on your goals
- » Assessing progress of the negotiation
- » Changing your negotiating style as needed (see next section)

#### **NEGOTIATING STYLES AND OUTCOMES**

The outcome of a negotiation is dependent upon the negotiating styles of the people involved, which tend to reflect their relationship (real or perceived) with each other. Below are possible negotiation outcomes, which reflect the balance of the final agreement.

OUTCOME	NEGOTIATING STYLE	EXAMPLE SITUATIONS
Win-win	Collaborating	Relationship is high priority to both, time usually not a factor, needs to be trust
l win-you lose	Competing	Relationship is low priority to me, something is not negotiable, immediate results needed
Both win/lose some	Compromising	Time is limited, both are willing to give something up in order to achieve something else
I lose–you win	Accommodating	Relationship is critical to me, I am in a weaker position in the hierarchy
I lose–you lose	Avoiding	Emotions are involved, the issue isn't a priority, or someone is unprepared for negotiation

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# TACKLING A NEGOTIATION IN ACADEMIA THE PRE-NEGOTIATION SELF-ASSESSMENT

Before you get to the "negotiation table," Dr. Gould stressed the importance of self-assessment—something you should continue doing every few months throughout your career. Take inventory of your experience, interests, and principles (Check out the box to the right for example questions to ask yourself).

After assessing your skills, interests, and principles, consider the job logistics that will come up during a negotiation. Dr. Gould recommends thinking about your initial terms, transition timing, and transition activities before heading into a negotiation.

Your initial terms are your starting point. You will identify the type of job you want, your target field of work, and the geographic region you desire. Dr. Gould recommends being flexible on location (if possible) because "this is only your *first* next position."

After you settle on your initial terms, you will need to think about when to start the job search. If you start too early, you might not be able to commit if offered a job. But if you begin too late, you might be without a position when your current training ends. Ideally, allow for multiple application cycles, and keep in mind how much time is needed to finish a project or publication.

Next, you will need to make an exit plan, which requires negotiation with your mentor. Be ready to discuss the projects you will finish or take with you, publication goals, and any potential for future collaboration. Keep in mind that academic job applications are six to 12 months out, while non-academic jobs usually fall three to six months ahead of start dates. During the interim, plan for interviewing time, both phone and on-site (travel time required).

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# QUESTIONS TO CONSIDER DURING SELF-ASSESSMENT Experience

- What are my accomplishments?
   These could include education,
   titles, service, awards, membership,
   publications, and more.
- What do I know? Are you versed in science, technology, business, or another field?
- What are my skills?

#### Interests

- What themes appear in my work?
- What are my activities?
- What gets me out of bed in the morning?

#### **Principles**

- What do I require in my job?
- What can I cope with?
- What can I live without?
- · What are my deal-breakers?
- What does success look like to me?





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#### THE JOB OFFER NEGOTIATION

What options are on the table when you receive an offer, and how do you negotiate them? Dr. Gould suggests that understanding why they want you—better yet, *need* you—is a good place to start. He describes this as "reviewing the environment." Identify and discuss potential collaborations, shared equipment, teaching needs, and research visions. Follow up with your future colleagues (including recent hires) to learn about work culture and typical starting salaries or packages.

When you get into the nitty-gritty of negotiating, Dr. Gould mentioned several negotiation points that you will likely encounter, including:

- » Salary
- » Alternatives to salary
- » Starting package
- » Quality of life

#### **Negotiating salary**

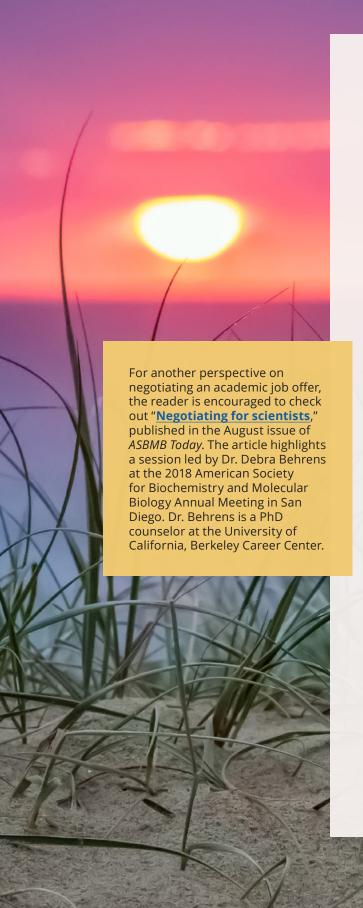
Dr. Gould recommends letting your prospective employer offer the first number during salary discussions. If they insist, refer to **objective criteria**. The typical starting salary at many research institutions is public information, and usually \$75-\$90,000 annually (but not very negotiable). For jobs in industry, consulting, and science administration, you can refer to job searching sites like **Glassdoor**, but annual salaries usually start at \$85-\$100,000 (industry), \$100,000+ (consulting), and \$60-\$100,000 (science administration). If you are asked what you expect to earn, provide a salary range 10% above and below your target.

#### Negotiating alternatives to salary

Salary is not always negotiable, particularly in academia, nor is it always the most important issue. Other considerations include:

- » Your core interests and principles (remember to self-assess every few months!)
- » Geography (cost of living)
- » Budget
- » Rate of promotion
- » Growth opportunities
- » Management opportunities
- » Signing bonus
- » Professional development

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#### Negotiating the starting package

The starting package at an academic research institution is usually a two to five-year financial commitment and is intended to support you until you receive a major grant. During negotiation, Dr. Gould encourages you to consider the type of equipment, space, and reagents you will need for your lab, taking into consideration the shared departmental equipment, core facilities, and other resources that are available. You should have a general idea of your required budget for each set of costs, including the salary and benefits for personnel. Department-provided administrative support, time and money for trainees, and training grant opportunities are also important considerations. Check out these helpful resources for information on academic salaries (<a href="https://data.chronicle.com/">https://data.chronicle.com/</a>) and cost of living (<a href="https://www.nerdwallet.com/cost-of-living-calculator">https://www.nerdwallet.com/cost-of-living-calculator</a>).

#### Negotiating quality of life

While many aspects of a new job can affect quality of life, Dr. Gould highlighted a few topics common to academic positions. In particular, he emphasized the importance of negotiating teaching load and establishing if teaching time is protected. He also reminded the audience to confirm when the tenure clock starts and if pausing the clock is an option. Institute or departmental service and committee requirements are also important factors to negotiate. Don't forget, just like money, you must also budget your time.

Other miscellaneous items likely to arise during job offer negotiations include your start time, moving expenses, housing allowances, and job placement for a spouse or significant other.

As postdocs, we devote a significant amount of time developing ourselves into competitive job candidates. But when the time comes, will you know how to negotiate your way into your ideal career? Hopefully with a few of these helpful tips from Dr. Gould, you'll be on your way to a win-win negotiation.

## Congratulations to the 2019 NICHD FARE Recipients

Congratulations to all fellows who received the annual Fellows Award for Research Excellence (FARE) for the 2019 competition. FARE is an NIH-wide competition that recognizes the important research of intramural fellows. We extend sincere congratulations to our 26 winners for their success and the honor they bring to the intramural programs of our institute. This year, NICHD had an excellent success rate with the highest number of applicants after NCI. A special thanks to all for sharing their research—100 NICHD fellows submitted abstracts!

To learn more about FARE, please visit https://www.training.nih.gov/felcom/fare.

Below is the list of award recipients and their mentors, followed by several sneak peaks of their award-winning research—and fellows' answers to a few fun questions! The FARE award ceremony will take place on Thursday, September 13, 9:30-10 a.m. in Masur Auditorium (Building 10), during the annual NIH Research Festival.

Danfeng Cai (Bonifacino) Maria Queralt Martin (Bezrukov) Jiangnan Luo (Lee) Anika Prabhu (Porter) Saroj Regmi (Dasso) David Gershlick (Bonifacino) Tal Keren-Kaplan (Bonifacino)

Razvan Chereji (Clark)\* Mengying Li (Schisterman, DIPHR)

Jeremey Luk (Gilman, DIPHR)\* Andrew Williams (Mendola, DIPHR)

Miranda Broadney (Yanovski)

Pnina Gershon (Simons-Morton, DIPHR)

Deepika Shrestha (Schisterman, DIPHR)

Neha Gupta (Hinnebusch) Ivaylo Ivanov (Dever) Heeseog Kang (Marini) Elodie Mailler (Bonifacino) Sahar Melamed (Storz) Medha Raina (Storz) Mingan Sun (Macfarlan) Jonathan Murphy (Hoffman)

Lan Xiao (Loh)\* Jin-Sik Kim (Banerjee) Vinay Sharma (Loh)

Hyun Min Jung (Weinstein)\*

(\*Previous winners)

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### 2019 NICHD FARE Recipients

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Grab a sneak peek of NICHD fellows' research ahead of the upcoming NIH Research Festival next month!

DANI CAI, PhD Postdoctoral Fellow

Mentor: Dr. Jennifer Lippincott-Schwartz

I study why sometimes a cell can look like a lava lamp, and how those protein-concentrated droplets inside a cell can help the cell withstand stress.

If a genie could create any scientific tool you wanted, what would it be?

A sensor I could use to point at any structure in the cell, and get an instant read of all the protein components, their quantities, and conformations inside the structure.

IVAYLO IVANOV, PhD Research Fellow Mentor: Dr. Tom Dever

My work is trying to uncover how creatine, a common dietary supplement, regulates the expression of the gene that makes the transporter of creatine in mammalian cells. This regulation occurs just prior to synthesis of the transporter, so that when creatine levels in the cell are high, less transporter is made.

What do you find most interesting about your work? The most interesting aspect of my work is how unexpectedly I came across the problem. I had heard of creatine as a supplement for many years and had even seen it in supermarkets, but I had never imagined that I would one day work on it. My work is a good example of how completely serendipitous results can sometimes open a door to understanding gene regulation that might have practical implications.

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HYUN MIN JUNG, PhD Postdoctoral Fellow

Mentor: Dr. Brant Weinstein

We used forward-genetic phenotype-based screening on transgenic zebrafish to identify novel players for embryonic vascular development. In this project, we found that Centrosomal protein 192 (Cep192) plays a critical role for vascular endothelial cell division, and defects in this gene cause abnormal vasculature development.

If a genie could create any scientific tool you wanted, what would it be? A remote-controllable picoscale super-resolution imaging device that can travel throughout any parts in our body (or in our favorite organisms) and even traffic in cells to collect any kind of molecular/cellular in vivo information in real-time.



Mentor: Dr. Enrique Schisterman

My study examined the association between habitual folate intake and the risk of developing gestational diabetes in a subsequent pregnancy among a large population of 14,622 women followed over a ten-year period. We want to see if higher folate intake is protective again gestational diabetes.

What's the best piece of advice you've been given about your research? My PhD mentor Dr. Anne Riley challenged me to always think about the public health significance—i.e. how my work may help to improve the health of the population. That's the best piece of advice I've been given about my research.

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## 2019 NICHD FARE Recipients

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JONATHAN G. MURPHY, PhD Postdoctoral Fellow

Mentor: Dr. Dax Hoffman

My work is aimed toward understanding the role of ion channels in the hippocampus, a brain region involved in learning and memory. Dysregulation of ion channel function in the hippocampus underlies several diseases including epilepsy and autism. The study of ion channels both in healthy and diseased states will expand the knowledge base and spur development of new therapeutic interventions.

If a genie could create any scientific tool you wanted, what would it be? Three wishes, right? First, I would ask the genie to generate a mouse line that could get me a tenure-track faculty position. Second, I would ask for a tool allowing us to easily measure small and localized changes in voltage and current, with high signal to noise. Third, I would ask for an infinite number of wishes.

ANIKA PRABHU, PhD Research Fellow Mentor: Dr. Forbes Porter

We are studying Niemann Pick disease, type C1 (NPC) which is a lethal, genetic disease affecting children with mutations in the NPC1 gene. This gene is responsible for moving cholesterol out of the lysosome, so its dysfunction causes significant accumulation of cholesterol in the cell. Many studies utilize patient fibroblasts, but NPC is fundamentally a progressive, neurodegenerative disease. We are using a stem cellderived neuronal model of NPC to investigate NPC neuropathology and identify treatments that are viable in a neuronal setting.

What's the best piece of advice you've been given about your research? Check that your data passes the interocular trauma test—that is, the result should hit you between the eyes! Such striking and significant changes are easier to pursue and more likely to represent true biology that will hold up regardless of the system and/or techniques being used.

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## 2019 NICHD FARE Recipients

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# MARIA QUERALT-MARTIN, PhD Postdoctoral Fellow

Mentor: Dr. Sergey Bezrukov

I use electrophysiology to study the ion channel function of VDAC, a protein in the mitochondrial outer membrane, to unveil its role in mitochondrial function in health and in neurodegeneration.

#### What do you find most interesting about your work?

As a physicist, I am thrilled about being able to apply my physical background to a biological problem and, in particular, to contribute to the knowledge of the molecular mechanisms behind mitochondrial dysfunction in neurodegenerative diseases.

#### DEEPIKA SHRESTHA, PhD

**Visiting Fellow** 

Mentor: Dr. Enrique Schisterman

A low birth weight for a baby is known to affect his or her adulthood obesity status. We study how obesity-related genetic risks (for both mom and baby) interact with the pre-pregnancy BMI of mothers of African ancestry to affect their babies' birth weight. The incorporation of genetic information into health assessments may provide insights to optimize neonatal health and curb the trans-generational cycle of obesity.

#### What do you find most interesting about your work?

The interactions between intrinsic and extrinsic factors that affect obesity. For example, our data suggests that a baby's genetic risk for obesity exerts direct influence on birth weight regardless of maternal genetic risk, while a maternal genetic risk of obesity can modify the baby's birth weight when adjusted for the baby's genetic risk, birth weight-related covariates, and proportion of maternal ancestry. If both the mother and baby have a high genetic burden for obesity, the birth weight is lowered about five times as much compared to a high genetic risk mother with a lower genetic risk baby. We also found that maternal risk loci modify the effect of pre-pregnancy BMI on the baby's birth weight.







# Upcoming NIH-Wide Office of Intramural Training and Education (OITE) Events

For more information and registration, please visit **Upcoming OITE Events**.

OITE Orientation for New NIH Postbacs: Getting What You Came For (August 2)

Graduate Partnerships Program Annual Retreat 2018 (August 3)

Job Searching Strategies (August 3)

**Summer Poster Day 2018** (August 9)



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## **August Announcements**

#### NICHD FELLOWS ADVISORY COMMITTEE: SEEKING NEW MEMBERS!

The Office of Education formed an advisory committee in 2016, and we are seeking several more dedicated members to help us develop and initiate academic support programs for the institute. Both domestic and visiting fellows are needed. We want to achieve a broad representation, culturally and academically, so we can address the needs of all our trainees at NICHD. The committee meets monthly to exchange ideas and informally discuss ways we can enhance and tailor the training experience within the NICHD intramural program.

Some potential topics for our committee are how to:

- » Increase the participation for training activities
- » Expose fellows to various careers in science
- » Identify teaching opportunities and internal and external research funding mechanisms
- » Establish a structure for sharing scientific and career resources within the institute

\*New this year, the advisory committee will also steer the 15th Annual NICHD Fellows' Retreat, to be held in Spring 2019.

This includes developing the agenda/program, inviting speakers, reviewing abstracts, selecting fellow/student presenters, and moderating some of the sessions—it's a great service opportunity, plus you'll get to be part of the team that plans our biggest annual event for fellows!

Don't miss this opportunity to serve your intramural NICHD community.

The committee meets once a month on Thursdays, from 3:00 to 4:00 p.m. Our Fall dates are listed below:

- » September 6
- » October 18
- » November 8
- » December 6

Please contact Dr. Erin Walsh at <u>erin.walsh@nih.gov</u> if you are interested in joining the group.

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## **August Announcements**

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#### INTERESTED IN PURSUING A NON-ACADEMIC CAREER?

This fall, NICHD intramural, along with four other institutes, are launching a new career development program for postdocs and graduate students!



The <u>Planning And Career Exploration</u> (PACE) program will provide resources for you to explore different scientific careers, help you set achievable goals, and build networks for you to land your ideal job. PACE will consist of three workshops, followed by career site visits and a science administration career panel discussion:

#### "Identify the Career for You and Learn How to Build Your Network" Thursday, October 11, 9:30 a.m. – 2 p.m.

In this two-hour workshop, Drs. Faith Harrow (training director at NHGRI) and Yvette Pittman will introduce you to the career planning tools: My Individual Development Plan (myIDP) and Active Career Exploration (ACE). Using these tools, you will assess your skills, interests and values, see how they align with various career paths, and "build your network from zero"—all leading to career success.

# "Developing a Targeted Resume and Enhancing Your Networking Skills" Monday, November 5, 10 - 11:30 a.m. & 1 - 3:30 p.m.

Led by Lauren Celano of <u>Propel Careers</u>, this workshop will help you create an effective resume that stands out to employers and write a tailored cover letter that includes information a hiring manager seeks. Lauren will provide tips on how to network effectively, follow up to make the most of your professional connections, and navigate conversations to keep the discussion flowing.

# "Build Your Professional Brand with LinkedIn" Friday, December 14, 12 – 4 p.m.

**Kelly Leonard**'s workshop will take you through how to effectively market yourself to potential employers by creating a winning LinkedIn profile. You will also learn how to build working relationships within the LinkedIn professional community and identify prospective employers and employment opportunities.

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## **August Announcements**

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# INTERESTED IN PURSUING A NON-ACADEMIC CAREER? (CONTINUED) Site Visits: Explore Diverse Biomedical Career Paths (January – April 2019)

Visit up to four different career sites, which will be selected based on the interests of participating fellows (e.g. industry, science policy, regulatory affairs, and science communications). You will have the opportunity to learn about the culture and values of the organization, tour the facilities, and participate in a networking session with current employees.



#### Panel Discussion: Careers in Science Administration (May 2019)

During this panel discussion, learn about careers in science policy, communication, technology transfer, and grants management from four professionals working in these areas.

The NICHD Office of Education will select seven applicants to participate in this program. Please complete the online application (link below) if you are interested in the PACE program.

#### https://www.surveymonkey.com/r/2018PACEProgram

The application deadline for the 2018-2019 PACE program is Tuesday, September 11.

Feel free to email either Dr. Yvette Pittman (<u>yvette.pittman@nih.gov</u>) or Dr. Erin Walsh (<u>erin.walsh@nih.gov</u>) if you have any questions about the application or selection process.

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# August Announcements (continued from page 16)

#### DUE THIS MONTH: INTRAMURAL RESEARCH FELLOWSHIP (IRF) APPLICATIONS Funding opportunity for all NICHD fellows

Last year, DIR launched the Intramural Research Fellowship (IRF), a competitive research funding opportunity for NICHD postdoctoral, visiting, and clinical fellows. Its main objective is to promote grant writing among our intramural trainees, while enhancing awareness of the various components of an NIH grant application.

The IRF submission date is Monday, August 6, 2018.

For more information on the IRF, please visit NICHD Intramural Research Fellowship.

#### SAVE THE DATE: NICHD DIR & DIPHR SCIENTIFIC RETREAT

Tuesday, September 4, 8:30 a.m. - 5:30 p.m.

Masur Auditorium and FAES Terrace

Please mark your calendars for the NICHD DIR & DIPHR Scientific Retreat. We strongly encourage all intramural researchers—PIs and lab members—to attend as we celebrate our achievements and spark new collaborations. Apart from an exciting line-up of talks, every lab will have the chance to present at least one poster.

Showcase your work for the 3<sup>rd</sup> annual NICHD intramural image competition: NICHD is looking for scientific images that represent an interesting piece of data in an aesthetically pleasing way. The winning image will be announced during the retreat. Be on the lookout for a captivating image to submit! Submission details to follow.

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# August Announcements (continued from page 17)

#### SAVE THE DATE: NICHD POSTBAC ORIENTATION SESSION & PIZZA LUNCH

Wednesday, September 12, 12 - 1 p.m. Building 31, Room 2A48

Our institute has approximately 50 postbacs conducting both clinical and basic science research. We would like to bring our postbacs together to meet each other and discuss volunteer and training opportunities on campus. Learn about:

- » ICU simulator rounds
- » The annual postbac course
- » Genetics clinic shadowing
- » Children's Inn volunteer opportunities
- » And more!

The NICHD Office of Education aims to enrich fellows' NIH experience with career development, outreach, and social activities. If you would like to attend this informational event, please contact Dr. Yvette Pittman at <u>yvette.pittman@nih.gov</u>.

#### FELLOWS SOCIAL NETWORKING EVENT

The NICHD Fellows Advisory Committee will host its next Fellows Social Networking (FSN) event on Thursday, September 20, from 5:30 – 7:30 p.m., at Tapp'd, a local restaurant in Bethesda.

This is a great opportunity for the NICHD fellows' community to socialize and network with each other (with good food!) in an enjoyable environment. All current trainees within the institute are welcome.

Please send Dr. Yvette Pittman (yvette.pittman@nih.gov) a quick note if you plan to attend this event.



## **August Events**

MONDAY, AUGUST 6, 12 - 4 PM

**12 – 2 p.m., "Lunch and Chalk Talks with Early Stage Investigators"** The Office of Education will host three tenure-track assistant professors from the University of Illinois at Chicago and the University of South Dakota. Each will give a 20-minute chalk talk on their work, share their experiences, and answer questions about the academic application/interview process.

This will be an informal, small-group session. You will learn:

- » What search committees are interested in
- » The types of questions search committees ask
- » Tips for both phone and in-person interviews
- » Skills that are most needed to be successful
- » What you can do throughout your NIH training to be prepared
- » How to give an effective research chalk talk

#### 2 – 4 p.m., "Networking Sessions with Early Stage Investigators"

All three investigators will be available for one-on-one discussions with fellows—this is a great networking opportunity, and a chance to ask any questions you may have about job searching, interviewing, and what life is like on the tenure-track.

Feel free to bring any of your application materials with you if you would like to receive feedback from the investigators.

If you are interested in attending, please email Dr. Yvette Pittman at **yvette.pittman@nih.gov**.

THURSDAY, AUGUST 9, 9 AM – 3 PM

NIH Summer Poster Day

Natcher Conference Center (Building 45)

More information can be found at <a href="https://www.training.nih.gov/summer\_poster\_day">https://www.training.nih.gov/summer\_poster\_day</a>

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## **August Events**

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TUESDAY, AUGUST 21, 9 AM – 1:30 PM "Write Winning NIH Grant Proposals"

This workshop will address both practical and conceptual aspects that are important to the proposal writing process. Attendees will receive the "Grant Writer's Workbook"—an invaluable, up-to-date reference tool for those who intend to write NIH grant proposals.

The way in which NIH research-grant proposals are both prepared and reviewed will be specifically covered in the seminar. Topics to be addressed include:

- » A detailed format for the preparation of the 12-page application
- » Description of how to prepare a compelling Specific Aims section
- » A discussion of funding the applications of New/Early Stage Investigators
- » Insights into which review criteria are most important
- » How to include review of literature and presentation of preliminary data in the Approach section
- » Tighter linkage of sections of the application to each of the five core review criteria

There are only 20 slots left for NICHD fellows. If you would like to register, please email Dr. Yvette Pittman at **yvette.pittman@nih.gov**.

#### FRIDAY, AUGUST 24, 10 AM – 12 PM "Speaking about Science" with Scott Morgan

"Speaking about Science" is a highly interactive workshop led by public speaking coach Scott Morgan. The core of this workshop is a nine-step preparation process that ensures a clear and engaging talk for a variety of audiences. Learn strategies for improving your delivery of lab talks or giving presentations at big meetings.

Topics include: presenting data, identifying theme and focus, creating effective visual aids, and beginning and ending a talk. Participants in this program will also have the opportunity to schedule an individual one-hour coaching session prior to a scheduled presentation.

To register for this workshop, please email Dr. Yvette Pittman at <a href="mailto:yvette.pittman@nih.gov">yvette.pittman@nih.gov</a>.